



Strategic Area HEALTH AND HUMAN SERVICES

Mission:

To improve the quality of life and promote maximum independence through the provision of health care, housing, and social and human services to those in need

GOALS

- **Eliminate barriers to care**
- **Improve the future of Miami-Dade County's children and youth**
- **Promote independent living through early intervention and support services**
- **Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County**
- **Ensure high quality standard of care and customer service Countywide**
- **Ensure universal access to timely and accurate service information and community resources**
- **Develop positive relationships among all groups to promote unity in Miami-Dade County**

Priority Key Outcomes

- Reduced rate of uninsured Countywide
- Improved public transportation to health and human services facilities throughout Miami-Dade County
- Increased access to and quality of child care facilities
- Increased culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families
- Young adults with basic education, skills, and values
- Healthier community
- Increased availability of affordable and special needs housing
- Improved customer service and care in health and human services
- Reduction of health and human service unmet needs

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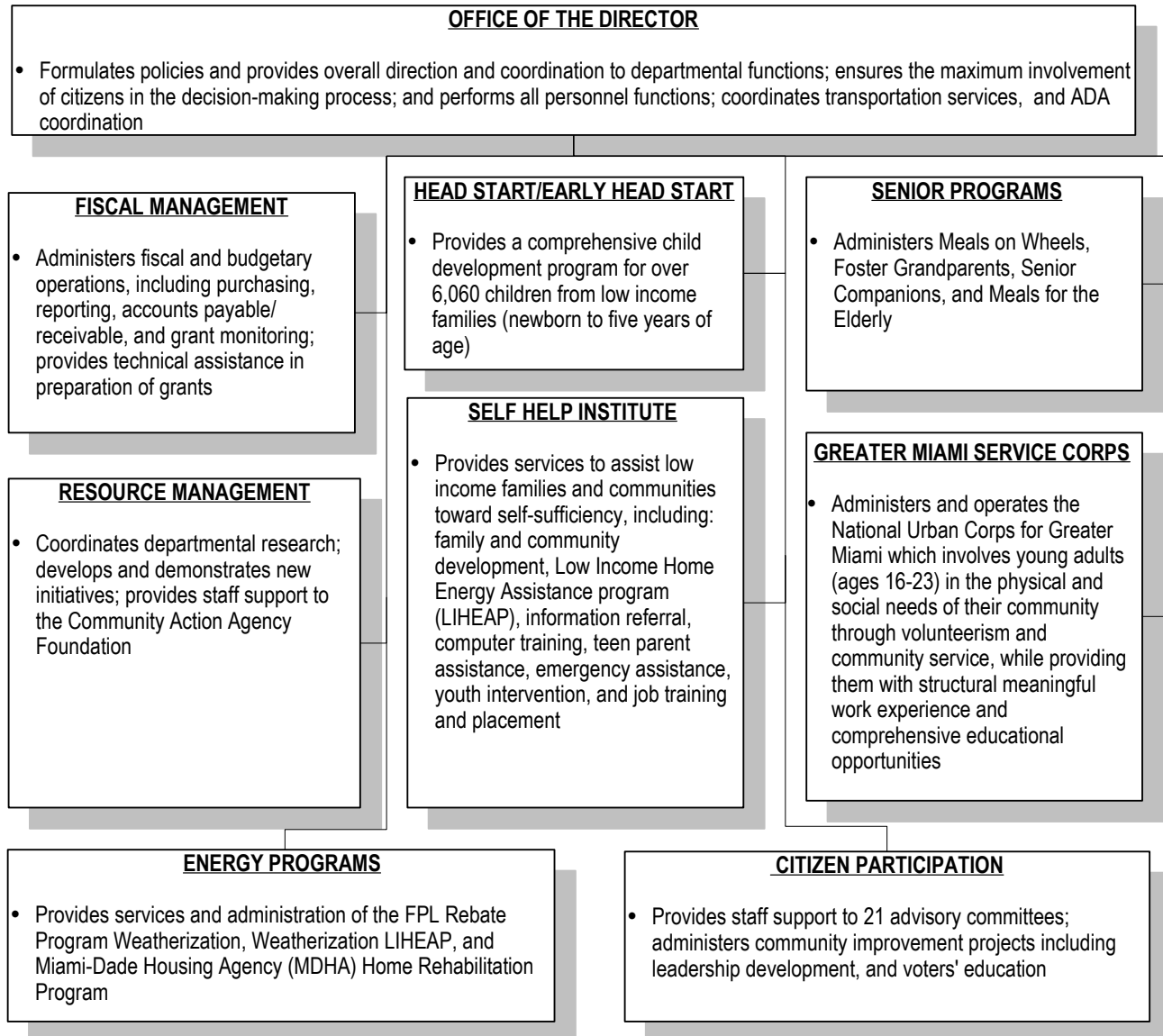
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Community Action Agency

PURPOSE

Operate various programs to empower economically disadvantaged families and communities through advocacy, resource mobilization, and service delivery under the direction of a community advisory board and neighborhood advisory committees.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: improve the conditions in which low income people live by providing early childhood development services to 6,528 young children each quarter; and assist low income people in becoming self-sufficient by implementing family development services for a minimum of 100 families each quarter

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

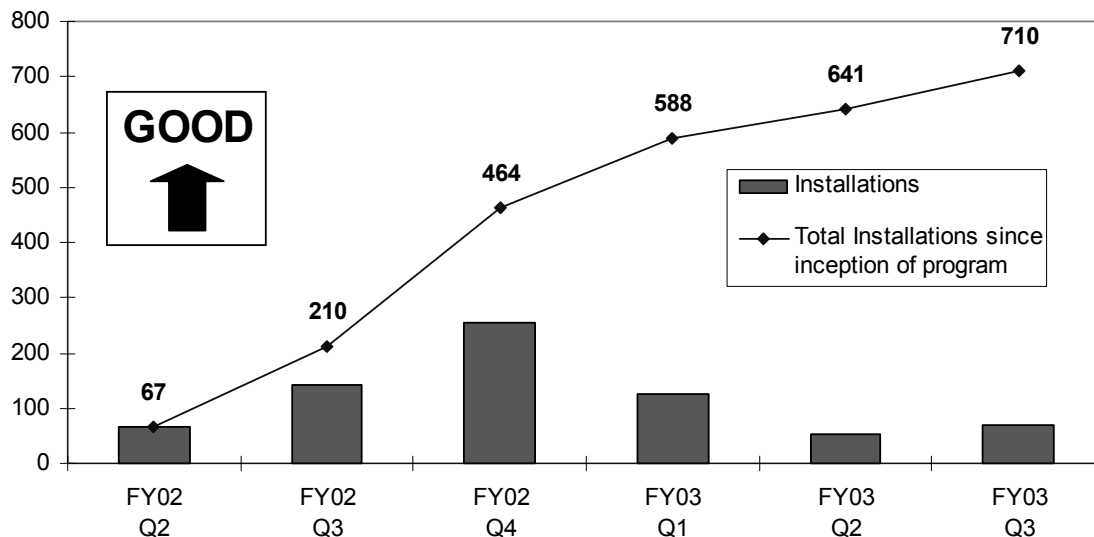
- Capital program strategy: provide adequate facilities to ensure maximum enrollment of eligible children in Head Start and Early Head Start

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget of \$71.123 million represents a 3.3 percent increase from the current fiscal year budget; this increase is due to additional funds provided by the U.S. Department of Health and Human Services; general fund support is recommended at \$6.936 million; the Head Start program will continue to operate for 175 days, maintaining the FY 2002-03 service level; attrition is budgeted at 7.3 percent
- ❖ **Administrative efficiencies in the Proposed Budget include a higher attrition rate, lower grant match requirements, and adjustments to various line items throughout the agency (\$189,000); these savings have been reallocated within the department to maintain current service level; the Citizen Participation program will be reduced by one social worker position (\$32,000); support for advisory boards will be absorbed by existing staff**
- Enrollment for Head Start and Early Head Start is funded at 6,210 and 318 children respectively, the same level as the current fiscal year; funding is provided by the U.S. Department of Health and Human Services (\$48.506 million), Florida Department of Health Bureau of Child Nutrition Program (\$2.078 million), and the countywide general fund (\$3.152 million); the department no longer receives funds from the Miami-Dade County Public School (MDCPS) system for Pre-K slots since the funds are now allocated by the School Readiness Coalition and that organization chose not to contract with Miami-Dade County for services
- The Head Start program has increased classroom space and maximize enrollment by entering into lease agreements at facilities that meet the required educational criteria and by expanding the number of delegate agencies that provide Head Start services; delegate agencies currently provide 55 percent (3,568) of the total Head Start slots; the department will continue pursuing partnerships with community-based organizations (CBO) to maximize the use of federal funds by serving eligible children
- The Community Action Agency (CAA) will request additional funding from the Children's Trust to increase the number of Head Start days from 175 to 185 (\$2 million)
- Citizen Participation program funding continues from Community Development Block Grant (CDBG) revenue (\$260,000) and the general fund (\$186,000); the department will paint homes and distribute paint to 100 low income residents in Miami-Dade County CDBG target areas with funding for the paint program provided from CDBG revenue (\$175,000)
- Energy Division programs will be funded through federal grants (\$674,000), FPL program revenue (\$20,000), carryover (\$50,000) and a contract with Dehostos to utilize CBO grant funds (\$36,000), Economic Development Initiatives grant (\$330,000) and Surtax Revenue (\$550,000); five positions authorized in FY 2002-03 from additional grant revenue will continue, and one inspector position to expedite weatherization and shuttering projects will be provided with general fund support in FY 2003-04 (\$44,000)
- The Energy Division will continue coordinating single-family rehabilitation program funded through surtax revenues provided by the Miami-Dade Housing Agency; the FY 2003-04 program budget is \$550,000 and the departments will execute a Memorandum of Understanding
- Funding for the Greater Miami Service Corps for FY 2003-04 remains at \$560,000; revenue sources include CDBG (\$374,000) and the general fund (\$186,000); a plan amendment will be recommended to authorize the agency to receive CDBG funds in FY 2003-04 that were inadvertently omitted in the FY 2002-03 operating budget

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Community Action Agency Project Impact Shutter Program



- CAA will serve 738,000 lunches and 843,000 snacks to youth during the summer youth meals program at 196 countywide sites, including 57 Park and Recreation locations, 27 YMCA locations, and 139 other sites during the summer of 2004; funding is provided from a State of Florida Department of Education, Division of Support Service Food and Nutrition Management grant (\$1.264 million)
- CAA will continue providing a variety of direct social services to economically disadvantaged families interested in achieving self-sufficiency through the Self-Help Institute facilities located in Liberty City, Gould, Perrine, Miami Beach, and Accion in Little Havana
- The Youth Crime Task Force will continue providing funding for at-risk juveniles in the Family and Child Empowerment (FACE) program at the Liberty City Self Help Institute (\$100,000)
- CAA will continue serving meals in congregate living facilities and to homebound persons enrolled in the senior meals programs; additional elderly meals funds from a state grant and a general fund match allocation to supplement existing programs will continue (\$297,000); an enhanced elderly meals program that was implemented in June, 2003, in Commission District 11 will continue through December, 2004, with funding provided from FY 2003 CDBG revenue (\$60,000) and a general fund match (\$50,000), that was appropriated in FY 2002-03
- The enhanced elderly programs will continue with funding provided in the non-departmental Health and Human Services section of the budget (\$400,000); funds were used for cultural enrichment and to increase shopping trips, movies, and arts and crafts activities
- ❖ **The senior employment services program has been notified by the National Council of Older Americans (NCOA) that the allocation for senior employment services in south Miami-Dade has been redirected from NCOA to the American Association of Retired People (AARP); the AARP will provide the services instead of contracting with CAA, saving the required grant match; no direct service impact is anticipated (\$415,000, four positions)**
- ❖ **The fatherhood project, which received Ounce of Prevention funding from the Florida Commission on Responsible Fatherhood to assist non-custodial fathers in south Miami-Dade improve their earnings by providing job training and improving parenting skills, is not funded in FY 2003-04; the department will**

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

use increased Community Service Block Grant funds to continue the program

- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan totals \$12.778 million with funding provided by the Capital Outlay Reserve (COR) (\$9.772 million), CDBG revenue (\$1 million), and federal grants (\$2.006 million); FY 2003-04 expenditures are projected at \$4.694 million
- The Proposed Capital Budget includes \$4.045 million for replacement of 37 Head Start modular classroom units at 15 CAA locations; the General Services Administration Department, who is managing the project, anticipates that ten units will be completed and \$1 million will be spent in FY 2002-03; 25 units are projected to be completed in FY 2003-04 (\$1.845 million)
- The connection of the remaining five Head Start facilities to the MDCPS fire alarm system is being completed by contractors selected and managed by MDPCS; Head Start facilities scheduled to be connected in FY 2003-04 include: Skyway Elementary, Biscayne Elementary, Fisher Elementary, John F. Kennedy Middle School, and Treasure Island Elementary (\$88,000); funding was provided from a U.S. Department of Health and Humans Services Grant
- Two new Head Start facilities are planned for west Miami-Dade and north Miami-Dade that will serve 200 children per site; total project cost, including land or building acquisition and construction, is \$6.118 million; funding sources include \$750,000 from COR allocated in FY 2000-01, \$1 million from a FY 2003 CDBG plan amendment to be recommended to the Board, and \$500,000 from COR in FY 2003-04; land acquisition, zoning, and other issues have delayed these projects; completion of both facilities is expected in FY 2004-05 at which time the balance of funding required will be allocated (\$3.868 million)
- Design of the Opa-locka Neighborhood Service Center Childcare and Head Start facility is underway and construction will commence in FY 2003-04 (\$2.527 million); funding is provided from a \$1.573 million Department of Housing and Urban Development Urban Initiatives Grant approved in FY 2000-01 and \$954,000 from COR in FY 2004-05

UNMET NEEDS

- Unmet operating needs total \$3.8 million and unmet capital needs total \$3.5 million (see appendix for details)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	1,683	1,680	0	0	487	487	2,170	2,167	41	41
Citizen Participation	200	186	0	0	435	435	635	621	11	10
Energy Programs	0	44	0	0	1,066	1,660	1,066	1,704	9	15
Greater Miami Service Corps	186	186	0	0	76	374	262	560	24	24
Head Start	2,809	3,152	0	0	52,212	51,873	55,021	55,025	771	617
Self Help Programs	655	639	0	0	5,054	6,664	5,709	7,303	60	60
Senior Programs	1,044	1,049	0	0	2,937	2,694	3,981	3,743	30	26
TOTAL	6,577	6,936	0	0	62,267	64,187	68,844	71,123	946	793

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	26,798	34,679	35,131
Other Operating	40,155	34,074	35,799
Capital	352	91	193
TOTAL	67,305	68,844	71,123

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : HEALTH AND HUMAN SERVICES									
FACILITY IMPROVEMENTS	1,000	1,933	1,200	0	0	0	0	0	4,133
NEW HEAD START FACILITIES	984	2,461	5,200	0	0	0	0	0	8,645
TOTAL :	1,984	4,394	6,400	0	0	0	0	0	12,778

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Homeless Trust

PURPOSE

Administer the proceeds of the portion of one percent Food and Beverage Tax and other revenue sources dedicated to activities for the homeless; advise the Board of County Commissioners (BCC) on issues related to homelessness; and implement the Miami-Dade County Community Homeless Plan.

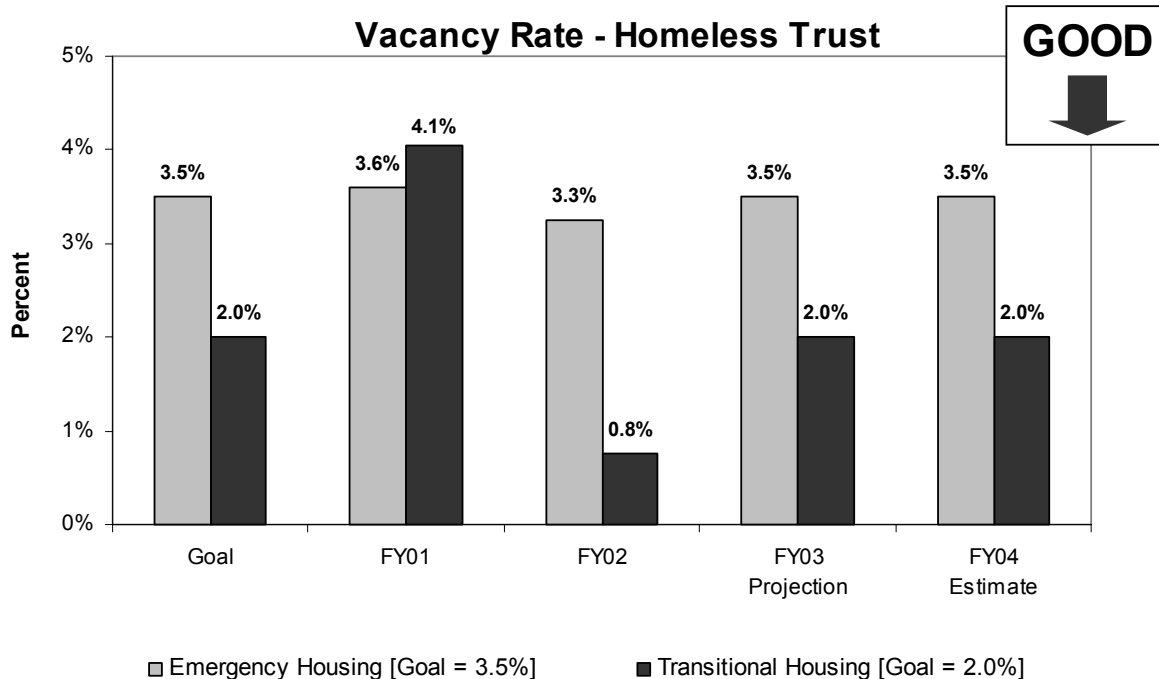
FUNCTIONAL TABLE OF ORGANIZATION

HOMELESS TRUST

- Implements the policies developed by the Board of the Miami-Dade County Homeless Trust, including the utilization of local, state, and federal funds to assist the homeless
- Serves as staff to the Board of the Homeless Trust and liaison to the County Manager and the Board of County Commissioners
- Coordinates Trust activities and department operations; recommends, defines, and monitors operating goals, objectives, and procedures for the Trust and the department

BUSINESS PLAN

- Selected strategies/objectives: eliminate barriers to care by increasing access to and utilization of emergency and transitional housing beds within the Miami-Dade County continuum of care



2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

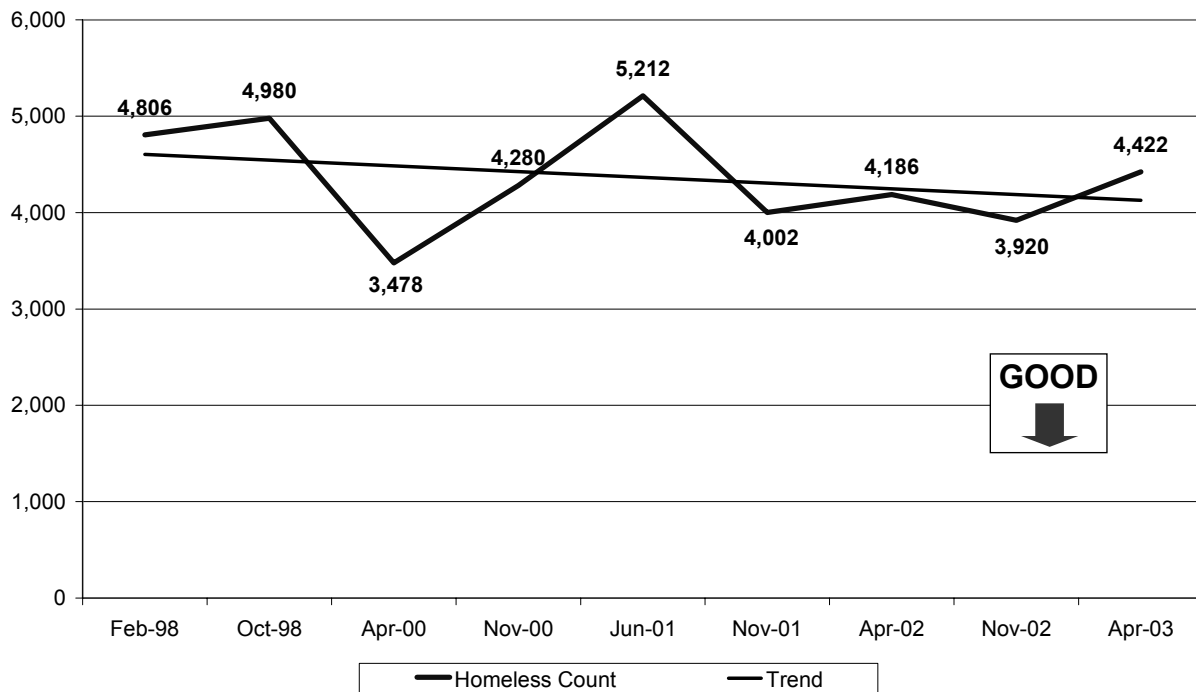
- The FY 2003-04 Proposed Operating Budget is \$24.86 million, which represents a 7.8 percent increase from the current fiscal year budget as a result of growth in the food and beverage tax proceeds and higher than budgeted carryover; total available revenues include Food and Beverage Tax proceeds (\$8.121 million); FY 1995 Supportive Housing Program (SHP) funds (\$235,000); FY 1996 SHP funds (\$47,000); FY 1997 SHP funds (\$151,000); FY 1998 SHP funds (\$28,000); FY 2000 SHP funds (\$3.534 million); FY 2001 SHP funds (\$3.381 million); FY 2002 SHP funds (\$6.612 million); District 11 Homeless Grant-In-Aid (\$200,000); state Tobacco Settlement Trust Funds (\$270,000); Food and Beverage Tax carryover (\$2.206 million); and interest earnings (\$75,000)
- The Trust is projecting to receive \$8.3 million, \$700,000 more than budgeted, in FY 2002-03 from the one percent Food and Beverage Tax for capital and operating costs for the homeless programs (85 percent of the total tax proceeds minus a three percent collection fee); FY 2003-04 proceeds are budgeted at \$8.121 million, which assumes a three percent growth rate and budgeting revenue at 95 percent as required by state law; the tax is levied on all establishments in Miami-Dade County with gross operating revenues over \$400,000 that are authorized to serve alcoholic beverages, except hotels, motels, and all establishments in Miami-Beach, Surfside, and Bal Harbour
- The Proposed Budget includes direct funding from the Homeless Trust for 769 emergency beds, 1,429 transitional housing beds, and 954 permanent beds; the Trust facilitates the availability of 597 additional transitional and permanent housing beds
- In FY 2002-03 the Miami-Dade Homeless Trust served as the lead agency for the U.S. Housing and Urban Development (U.S. HUD), Homeless State Challenge, and Homeless Housing Assistance grant applications and subsequent funding to local agencies that provide housing services to the homeless; the Trust will continue serving in this capacity in FY 2003-04
- The Trust supplied technical support to provider agencies to expand services and bed capacity in accordance with the Miami-Dade County Community Homeless Plan and continued supporting provider agencies with food donations through several food recovery agencies; the Trust will continue providing these services in FY 2003-04
- In FY 2002-03 the Homeless Trust served as the State of Florida Department of Children and Families (DCF) District 11 "homeless coalition" and received \$38,000 from DCF to support coordination efforts; the Homeless Trust will receive \$19,000 in FY 2003-04 to continue this role
- DCF provided Grant in Aid funding in the amount of \$191,000 to fund homeless prevention services in DCF District 11; the FY 2003-04 allocation for Miami-Dade County is \$181,000
- State funding of \$250,000 was received for the Challenge Grant program and \$350,000 for the Homeless Assistance Grant Program; FY 2003-04 allocations will be decided by competitive application and although the Trust anticipates an award, the funds are not included in the budget; the Trust's budget will be updated when funds are allocated
- Mental health transitional housing beds were funded in FY 2002-03 using Tobacco Settlement Trust Fund monies (\$330,000) from DCF; the FY 2003-04 appropriation is estimated at \$270,000
- Cash donations from the Trust's private sector partner for homeless programs were not budgeted in the current year, and none are projected; private sector contributions are not expected and therefore not budgeted in FY 2003-04
- Implementation of a homeless management information system continued; the system will enhance provider reporting capabilities and increase integration with other social service agencies as required by U.S HUD grants; the system should be operational in FY 2003-04

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- The general fund administrative reimbursement from the Homeless Trust is budgeted at \$34,000 and the indirect cost reimbursement to the general fund is budgeted at \$98,000 for FY 2003-04; the Homeless Trust will also provide support to the Office of the County Manager (\$23,000)
- The Proposed Capital Budget and Multi-Year Capital Plan for the Homeless Trust is \$1.341 million, with revenues provided from the Food and Beverage Tax (\$200,000), federal grants (\$940,000), Federal Emergency Management Agency (FEMA) reimbursements (\$172,000) and State Hurricane Trust fund carryover (\$29,000)
- The department will provide Stewart B. McKinney capital grant funds for 14 adult beds at the Fellowship House (\$141,000); prior year McKinney grant funds are available to complete renovation of ten bedroom units at Carrfour City View apartments for advanced care/permanent housing (\$149,000) and 96 transitional housing beds at the Family Resource Center (\$250,000); these projects have been delayed due to environmental and property title issues and are scheduled for completion in FY 2003-04;
- Phase one of renovations to the Carrfour Villa/Esperanza Center, including a new roof and interior modifications, was completed with funding from FEMA reimbursements (\$172,000) and the Hurricane Trust Fund (\$29,000); this project has been awarded \$400,000 of new Stewart B. McKinney grant funds and is scheduled for completion and occupancy in FY 2003-04
- The Homeless Trust's initial goals for capital development (emergency, traditional, and advanced care/permanent housing) delineated in the Miami-Dade County Community Homeless Plan (1993) are updated on an annual basis through the development of a continuum gaps and needs analysis; utilization and demographic data are used to develop this analysis; the estimated need for emergency housing is 2,037 beds; based on current inventory of 1,393, a need or goal of 644 beds remains; transitional bed need is currently estimated at 4,032 beds with support services; a total of 2,038 of that need has been met, leaving an unmet need or goal of 1,994 new beds; a total of 3,145 advanced care/permanent housing beds is required based on current analysis; the system contains a total of 1,575 new advance care/permanent housing beds, which includes 25 beds provided by the Miami-Dade Housing Agency; leaving a gap and goal of 1,570 new beds
- The Homeless Trust Proposed Budget contains a \$200,000 capital reserve from the Food and Beverage Tax proceeds for necessary repairs at the emergency housing shelters
- Food and Beverage Tax revenues are expected to grow by approximately three percent annually based on experience to date; because of the substantial demands on these funds for operating costs, it is anticipated that only \$50,000 of these revenues will be allocated for future capital needs per year beginning in FY 2003-04; the use of this revenue is continually evaluated with regard to leveraging matching opportunities, and future year capital allocations may be revised as need and opportunities develop
- ❖ **The Proposed Budget increases transitional and advanced care housing beds by 86 and 62, respectively, which reduces the unmet need**

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**Miami-Dade County Homeless Trust - Annual Homeless Street Count
Utilizing A Multiplier Of 2**



UNMET NEEDS

- Unmet operating needs total \$31.413 million and unmet capital needs total \$98.4 million (see appendix for details)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration and Planning	0	0	0	0	1,393	1,383	1,393	1,383	12	12
Advance Care Housing	0	0	0	0	2,526	3,221	2,526	3,221	0	0
Emergency Housing	0	0	0	0	6,138	6,513	6,138	6,513	0	0
Other Homeless Programs	0	0	0	0	2,699	3,964	2,699	3,964	0	0
Transitional Housing	0	0	0	0	10,309	9,779	10,309	9,779	0	0
TOTAL	0	0	0	0	23,065	24,860	23,065	24,860	12	12

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	601	797	866
Other Operating	21,215	22,263	23,789
Capital	1	5	205
TOTAL	21,817	23,065	24,860

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : HEALTH AND HUMAN SERVICES									
HOMELESS FACILITIES	232	1,109	0	0	0	0	0	0	1,341
TOTAL :	232	1,109	0	0	0	0	0	0	1,341

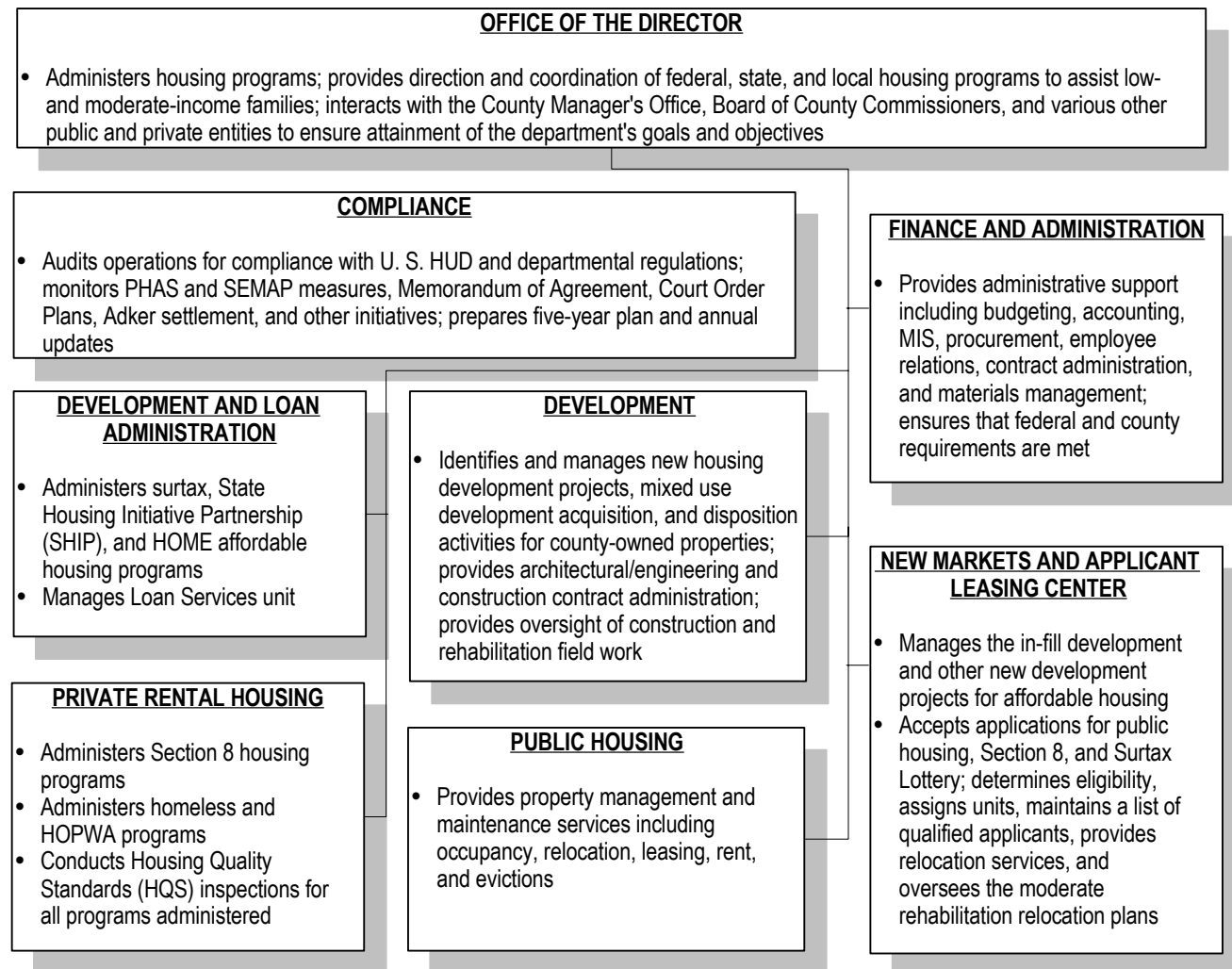
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Housing Agency

PURPOSE

Manage approximately 10,000 units of county-owned, federally subsidized housing; provide supportive services and programs to improve the quality of life and general environment of public housing residents; increase the availability and improve the condition of 17,600 plus units of privately-owned housing for low- and moderate-income residents in Section 8 programs; increase affordable housing stock and improve the quality of affordable housing through in-fill development; coordinate the county's major affordable housing programs.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: assist 350 families to move from renting to homeownership each year; achieve a 95 percent occupancy level in public housing and a 97 percent lease-up rate in private rental housing; achieve high performance ratings in the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP); both are part of the United States Department of Housing and Urban Development's (U.S. HUD) performance monitoring tools; and improve internal and external customer satisfaction by ten percent as measured through surveys

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Capital program strategy: modernize, rehabilitate, renovate, and maintain public housing properties to meet acceptable standards; increase funding available for these projects through bond or loan programs to accelerate modernization and to help pay for a central office building

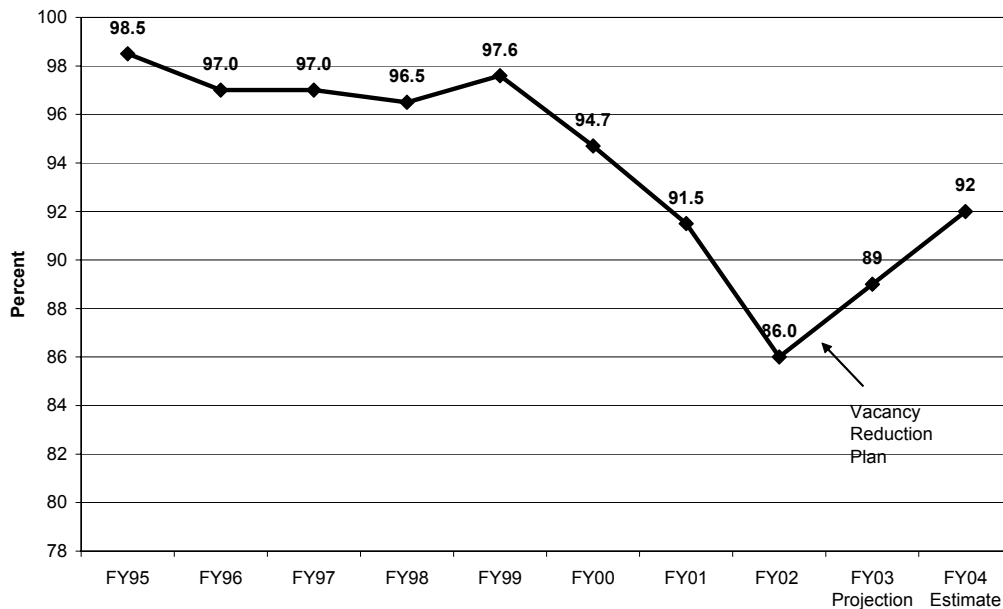
SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget for Miami-Dade Housing Agency (MDHA) is \$247.362 million and is comprised of \$80.131 million for housing operations, \$108.032 million for housing assistance payments and \$59.199 million for mortgage/construction loan financing provided through the Documentary Surtax and State Housing Initiative Partnership (SHIP) programs; funding for several activities included in the FY 2003-04 Proposed Budget are contingent upon the availability of FY 2004 Community Development Block Grants (CDBG) and SHIP funds
- The federal public housing subsidy is budgeted at \$26.174 million, which includes funding for 9,533 units, a reduction of 850 units due to the phase-down as a result of the demolition at Scott-Carver; this subsidy represents 44 percent of the total operating cost of the public housing program; at this time U.S. HUD and Congress have not determined the exact subsidy for FY 2003-04; the estimated percent of subsidy has ranged from a low of 80 percent to the proposed 90 percent used in the Proposed Budget; each percent of subsidy is estimated at approximately \$300,000; a ten percent reduction indicates a loss of approximately \$3 million of subsidy; coupled with the loss of Drug Elimination Grant (DEG) (\$2.6 million) and other revenues, MDHA is expecting a loss of approximately \$6 million in revenue in FY 2003-04; to mitigate these reductions, ten percent of each capital grant (approximately \$1.3 million) will be transferred to housing operations as allowed by federal regulations
- Administrative fees earned through the Section 8 program are projected to be \$12.7 million; this funding covers the operations and overhead of private rental housing programs (along with several grants for the Shelter Plus programs) and is based on the number of units under lease; there is discussion in Congress to transfer the Section 8 program to state government as a block grant in 2005
- New revenue from the Documentary Surtax Program for FY 2003-04 is estimated to be \$22 million and pursuant to County policy, eight percent of this revenue (\$1.76 million) will be dedicated to Metro-Miami Action Plan (MMAP) for housing programs consistent with statutory provisions
- Final programmatic funding recommendations for the 2004 CDBG program year (January 1 to December 31, 2004) will be determined later in the year; the Proposed Budget assumes \$98,000 for the Jack Orr Elderly Meals Program
- The Proposed Budget includes a \$775,000 reimbursement to the general fund for Section 8 program-related indirect costs and a \$206,000 administrative reimbursement from the Surtax program; the Proposed Budget also includes a \$400,000 payment to the County Attorney's Office for two attorneys, a paralegal, and a secretary dedicated to housing matters; \$833,000 for Information Technology Department (ITD) charges; \$88,000 to the County Manager's Office; \$85,000 for Miami-Dade Television Promotional Spots Program; and \$11,000 for the Board of County Commissioners, Office of Legislative Analysis
- The department is continuing to implement requirements under the Adker consent decree; Housing Opportunities for People Everywhere (HOPE), Inc. continues to operate the Fair Housing Center in accordance with the settlement agreement; MDHA will provide HOPE, Inc., its final general fund and U.S. HUD allocations of \$1.12 million by September, 2003, to promote diversity in the Section 8 and public housing programs; this is the fifth and final payment of this type; HOPE, Inc. will receive funding over the next five years from a percentage of Section 8 voucher administrative fee revenue pursuant to the consent decree which is estimated at \$200,000 for the current fiscal year; this required payment to the Fair Housing Center will result in a decrease in revenue to MDHA operations

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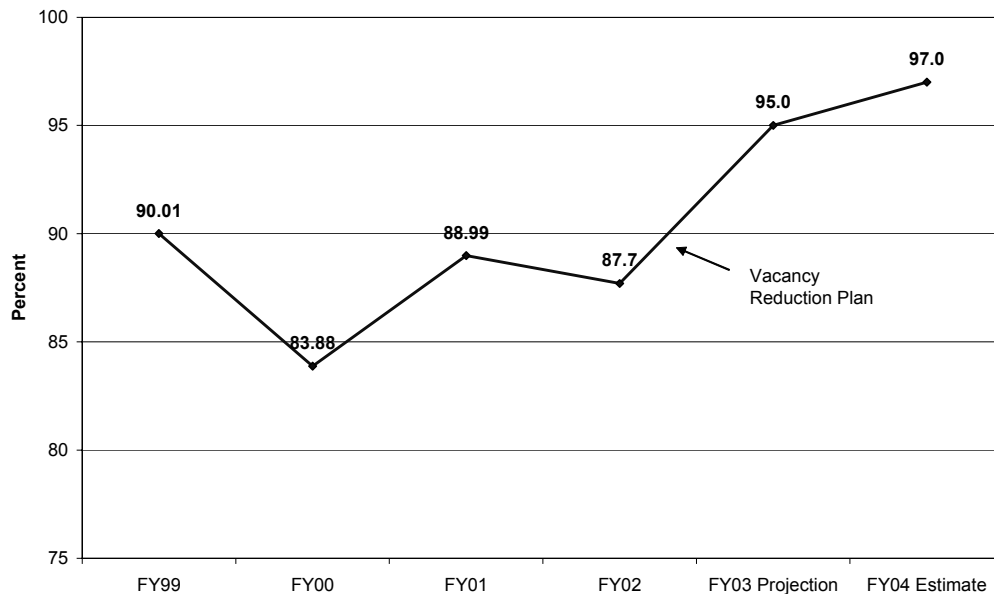
- MDHA continued the accelerated vacancy reduction and Section 8 lease up program; from June, 2002 through January, 2003, 18,281 offers were made, twice as many as projected; 1,767 families accepted but only 987 have moved in, a five percent success rate; the lease-up rate for Section 8 increased from 88 percent to 97 percent from October, 2003, through May, 2003, which means approximately 1,100 additional families housed under this program
- ❖ **The department implemented a voice response system in the Private Rental Housing Division and expanded the availability of housing information on the Internet to improve customer service**
- MDHA is assisting the Department of Human Services (DHS) to secure grant funding to maintain supportive service programs for public housing residents, since U.S. HUD eliminated social service funding (\$1.1 million) of the Drug Elimination Grant (DEG); current DEG funding will end September 30, 2003; a combination of 17 full- and part-time positions may be transferred from MDHA to DHS pending source of funding
- MDHA is working with the Miami-Dade Police Department (MDPD) and the City of Miami to determine how to maintain police presence in public housing, since the DEG grant is no longer available to pay for dedicated housing police services (a loss of \$1.5 million in DEG funding)

Occupancy Rate in Public Housing



2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Section 8 Lease-up Rate

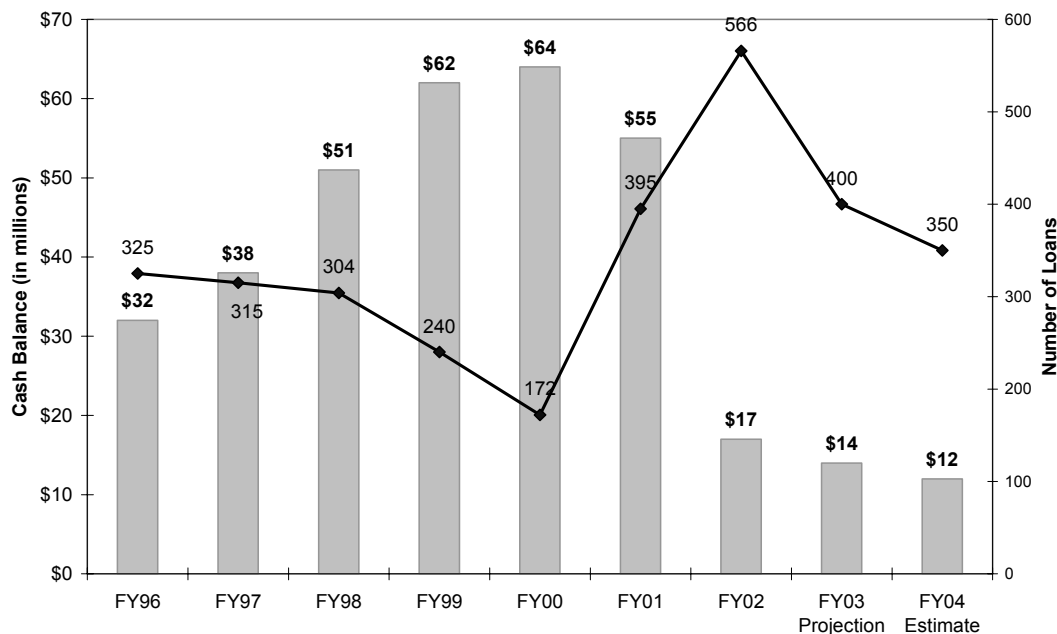


- Over the past year the department has reviewed over 600 county properties for in-fill development, with 86 properties awarded to private developers and 119 lots conveyed to not-for profit entities; 221 new affordable homes were sold; 133 properties are under development; 210 private properties were identified by the County for in-fill development; part of the funding for this program came in spring 2002 with a \$5 million revolving loan from Fannie Mae; full repayment of the initial loan will be made by September, 2003; it is anticipated that this revolving loan will increase to \$10 million this fall and repayments will be made with revenue from the funded projects with Surtax revenues pledged as a secondary source of repayment, pending completion of loan projects
- MDHA issued 183 home ownership loans valued at \$7 million, 39 home rehabilitation loans valued at \$579,000 and 23 multi-family loans valued at \$12.7 million through the affordable housing program from October, 2002, through April, 2003
- The department received a \$142,500 allocation of 2003 CDBG funds for tenant social service programs, including resident meals program (\$97,500) and relocation (\$45,000); in addition, \$500,000 of Home Investment Partnership Program funds were allocated to the HOPE VI project for relocation services
- MDHA will continue to work in coordination with Florida International University on evaluation, efficiency, and effectiveness improvements in Private Rental Housing, Applicant and Leasing Center, Public Housing, and HOPE VI projects
- ❖ **MDHA developed service level agreements for internal support divisions (Finance and Administration and Housing, Planning, and Development) to improve internal customer satisfaction with measurable performance standards**
- MDHA assumed management of the Helen Sawyer Plaza assisted living facility (ALF), since dissolution of private management company in March, 2003; creating an interdepartmental agreement with DHS to operate this facility
- MDHA completed transfer of HOPWA (Housing Opportunities for People with AIDS) program back to the City of Miami during the first quarter of FY 2002-03

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- MDHA converted 56 part-time positions to full-time in the current fiscal year as planned
- ❖ **In an effort to keep spending in line with available revenues, MDHA proposes to streamline several areas of operation and administration, including moving quality assurance inspectors to the operating divisions, which will reduce administrative costs; modifying the process for paying landlords to speed up the payment process; implementing team-based management for Section 8; and reducing non-emergency maintenance cycle time in public housing; the net result of these changes will be a reduction of 78 full-time and 83 part-time positions; it is hoped that these reductions can be accommodated through increased attrition**
- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan for MDHA totals \$124.408 million (\$22.998 million of expenditures are planned for FY 2003-04); funding is provided from the following sources: Capital Funds Program (CFP) 711 (\$9.414 million); CFP 712 (\$8.842 million); CFP 713 (\$8.2 million); CFP beyond FY 2003-04 (\$67.5 million); Federal HOPE VI grant proceeds (\$25.652 million); and Documentary Surtax revenue (\$4.8 million) earmarked for Scott-Carver Homes; these funds will be used for planning and design, renovation, demolition, site development, repairs, and modernization in public housing developments, and for the repair, acquisition, and installation of equipment
- Future capital dollars which include an estimate of \$13.5 million per year from the CFP program (5 years total of \$67.5 million) and the HOPE VI grant (\$10.93 million) depends on funds allocated by Congress; future capital budgets will be adjusted accordingly; U.S. HUD has proposed a reduction in CFP dollars of approximately 20 percent; this budget assumes such a reduction
- Pending approval of the Board, MDHA will issue revenue bonds for public housing (subject to the approval of U.S. HUD) and Surtax programs in order to expedite modernization of public housing, construct new specialized housing and provide more home-buyer loans to low- to moderate-income families; the financing proceeds from the issuance of bonds will substantially reduce unfunded needs; it is anticipated that these proceeds will be available for use in FY 2004-05

Surtax Cash Balances and Number of Second Mortgages



- The demolition of the Scott-Carver Homes public housing complex is expected to commence in summer 2003; total anticipated multi-year construction cost is \$30.452 million, including \$25.652 million of direct funding

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

provided from the Hope VI grant and an allocation of \$4.8 million from Documentary Surtax revenues; other public and private in-kind services, not part of MDHA's budget, will contribute to this project; 70 percent of households have been successfully relocated with 60 percent selecting Section 8 vouchers; design work is underway for the new town homes, single-family homes and apartments

- MDHA initiated a beautification program to paint and landscape homes in the HOPE VI Target Area; the department trained and certified small community contractors who will complete projects within the program; 21 contractors have been certified and 309 homes beautified; the second phase of the program started in May, 2003
- The department was awarded two new federal Economic Development Initiative (EDI) grants for affordable housing: \$1 million to provide homeownership opportunities to public housing families and \$553,000 for elderly homeowners to rehabilitate their properties in the Liberty City/Model City areas
- The department received \$15.356 million in CFP 712 from U.S. HUD in October 2002, of which \$8.842 million is programmed in the Capital Budget for maintenance and rehabilitation of public housing and \$6.514 million for dwelling equipment, operations, management improvements, and other items related to modernization of public housing; approximately \$7.5 million will be spent during FY 2002-03, the remaining \$7.9 million from this grant is projected to be spent by the end of FY 2003-04
- MDHA is expecting to receive approximately \$1.3 million in additional CFP funding this year as a result of high performer status in public housing last year for maintenance and modernization projects
- The department submitted the Replacement Housing Factor (RHF) Plan to U.S. HUD within the required time frame; included in the plan is an application for an additional five year round of RHF funding to build 24 housing units at the Annie Coleman site
- MDHA expects to complete the following modernization projects by the end of FY 2002-03: Heritage Village (\$1.7 million), Smathers Plaza (\$1.8 million), Modello (\$1.6 million), Claude Pepper (\$800,000), Jollivette (\$850,000) and a variety of smaller projects (\$7 million)
- The department expects completion of the HOPE VI Ward Tower ALF building in the first quarter of FY 2003-04; the MDHA Development Corporation, a not-for profit entity under contract with MDHA to obtain financing not available to the county, will construct the project and manage the facility, providing services to frail, elderly public housing residents; the total project cost is estimated at \$11 million
- MDHA is coordinating with the Housing Finance Authority (HFA) regarding repayment of the outstanding loan balance of \$7 million borrowed from HFA in FY 1988-89; under the tentative agreement, the repayment will be achieved through the allocation of \$3.5 million from Deep Subsidy Surtax loan notes and \$3.5 million in cash or additional loan notes for specified HFA projects

UNMET NEEDS

- Unfunded capital needs consist of various improvements to public housing with an estimated cost of \$93 million (see appendix for details)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration & Support	0	0	0	0	5,801	5,720	5,801	5,720	102	93
Affordable Housing	0	0	0	0	5,666	6,126	5,666	6,126	56	57
Compliance	0	0	0	0	1,741	1,401	1,741	1,401	32	21
Development	0	0	0	0	2,907	2,671	2,907	2,671	39	33
New Markets - Tenant Selection	0	0	0	0	1,257	2,186	1,257	2,186	39	44
Private Rental	0	0	0	0	10,697	10,077	10,697	10,077	147	134
Public Housing	0	0	0	0	49,736	51,950	49,736	51,950	394	373
Resident Services	0	0	0	0	1,145	0	1,145	0	24	0
TOTAL	0	0	0	0	78,950	80,131	78,950	80,131	833	755

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	39,703	43,418	43,781
Other Operating	37,187	34,720	34,095
Capital	1,827	812	2,255
TOTAL	78,717	78,950	80,131

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : HEALTH AND HUMAN SERVICES									
PUBLIC HOUSING IMPROVEMENTS	13,773	22,998	33,637	13,500	13,500	13,500	13,500	0	124,408
TOTAL :	13,773	22,998	33,637	13,500	13,500	13,500	13,500	0	124,408

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Housing Finance Authority

PURPOSE

To alleviate the shortage of affordable residential housing available to low and moderate income families and individuals in Miami-Dade County.

FUNCTIONAL TABLE OF ORGANIZATION

HOUSING FINANCE AUTHORITY

- Alleviates the shortage of affordable residential housing available to low and moderate income families and individuals
- Issues mortgage revenue bonds to provide capital for investment in affordable multi-family and single-family housing

BUSINESS PLAN

- Selected strategies/objectives: issue bonds for the construction of approximately 600 rental units for low and moderate income families in order to increase affordable housing stock within Miami-Dade County; issue bonds to provide financing for the purchase of approximately 200 homes by low and moderate income first time homebuyers in order to promote and provide homeownership opportunities to qualified residents of Miami-Dade County

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget for the Housing Finance Authority (HFA) is \$2.141 million which represents a 25 percent increase from the current fiscal year budgeted level, primarily due to an increase in grants (\$295,000)
- Interest income for the current fiscal year (\$622,000) is below the budgeted level (\$1.5 million) due to market conditions; rates earned on investments are expected to remain below two percent for FY 2002-03
- During FY 2002-03, the Authority issued multi-family bonds totaling \$19.3 million for three developments within the county; when completed, these developments will provide 623 rental units for qualified low and moderate income families; these bonds are not an obligation to the Authority since it is issued as conduit debt and therefore not recorded in the financial statements of the Authority
- The 2002 Single Family bond program, which is currently in progress, offers down payment assistance and three types of loans for low and moderate income families and individuals; in FY 2002-03 the Bond Loan program closed 42 loans totaling \$4.504 million in bond proceeds, the Deep Subsidy Loan program closed 43 loans totaling \$3.937 million in surtax and bond proceeds combined, and the HOME Deep Subsidy Loan program closed 34 loans totaling \$1.754 million of HOME proceeds and \$1.691 million of bond proceeds
- In September, 2002, the Authority received seven multi-family bond-financing applications for a total amount of approximately \$76.583 million in bond proceeds; these applications are currently in the underwriting process and it is anticipated that those applications that are credit-approved will close late in FY 2002-03

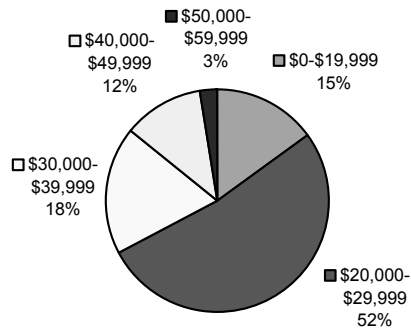
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Authority is conducting homeownership workshops for County employees who are interested in purchasing their first home; the first set of workshops were held from September, 2002 through December, 2002; the second round of workshops were held during lunch hours at sites located in the North, South, and downtown areas of the county from March, 2003 through June, 2003
- The Authority issues Multi-family Mortgage Revenue bonds for the acquisition and construction, or acquisition and rehabilitation of multi-family rental units, for low and moderate income families and individuals; since inception, the Authority has issued \$839 million in bond proceeds to construct or rehabilitate 15,190 rental units
- The Authority initiated a program in FY 2000-01 to assist low and moderate income individuals and families in saving money to purchase a home; family funds are matched dollar-for-dollar up to a maximum of \$5,000 to be used towards the purchase of a home; since its inception, 191 accounts have been opened of which 103 remain active; the program to date has disbursed approximately \$114,000 to 34 families that purchased their first home; 54 accounts were closed due to non-interest by the accountholders
- On October 11, 2001, the Board of County Commissioners (BCC) approved a resolution authorizing a \$2 million surtax loan to the Authority to be pooled with \$1 million of Authority funds to implement the Home Savers Program; this program is designed to provide emergency mortgage assistance loans to qualified homeowners impacted by the economic conditions resulting from the events of September 11, 2001
- The department is currently working with the Miami-Dade Housing Agency (MDHA) regarding the repayment of MDHA's outstanding loan balance of \$7 million borrowed from HFA in FY 1988-89; under the tentative agreement, the repayment will be achieved through the allocation of \$3.5 million from the Deep Subsidy Surtax loan notes and \$3.5 million in cash or additional loan notes for specified HFA projects

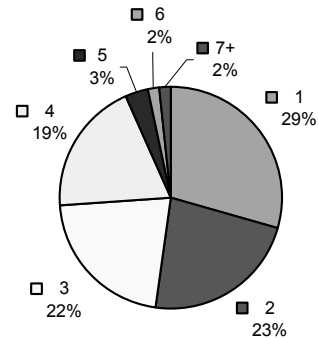
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Single Family Homeownership Demographics

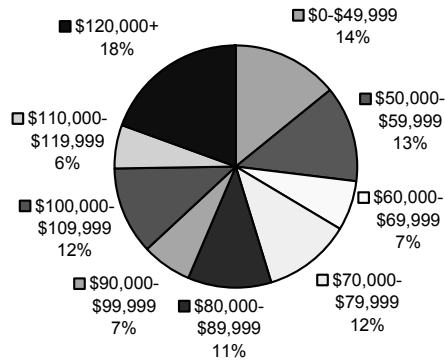
Annual Income



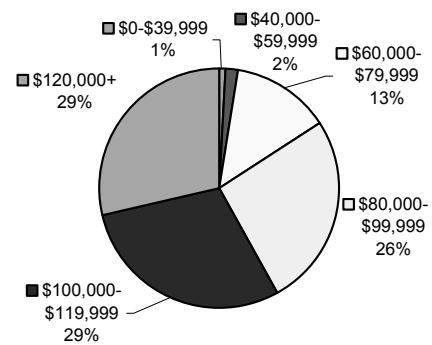
Household Size



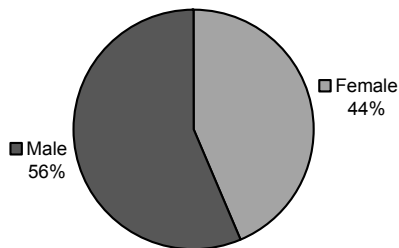
Loan Amount



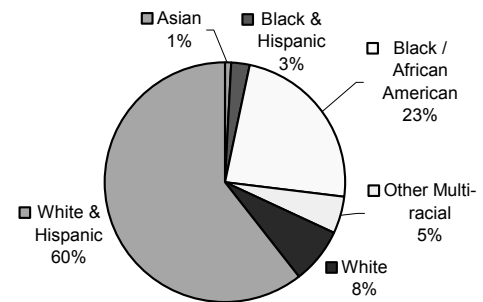
Purchase Price



Gender



Race/Ethnicity



2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Housing Finance Authority	0	0	0	0	1,716	2,141	1,716	2,141	9	9
TOTAL	0	0	0	0	1,716	2,141	1,716	2,141	9	9

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	762	824	929
Other Operating	1,015	878	1,189
Capital	0	14	23
TOTAL	1,777	1,716	2,141

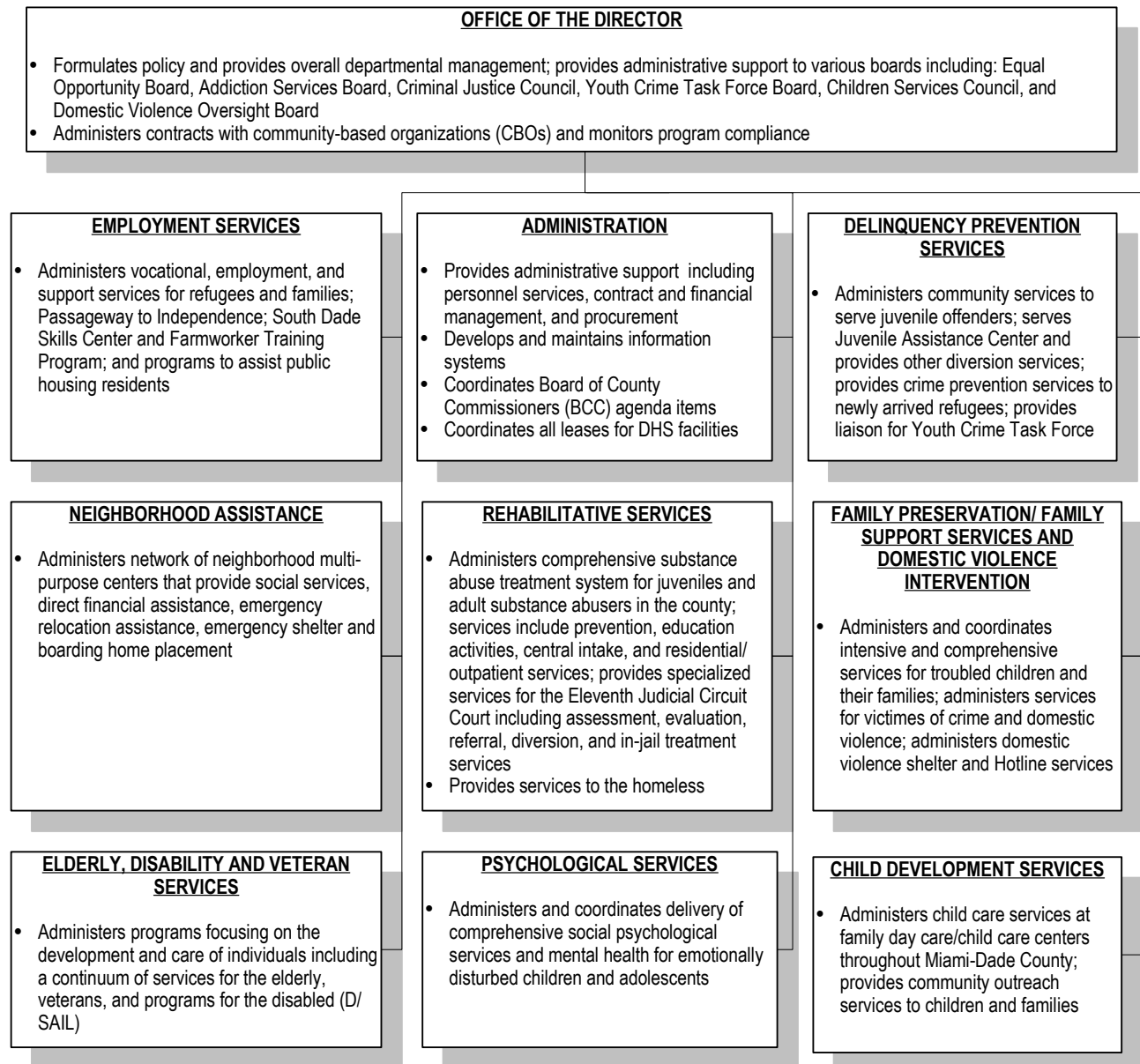
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Human Services

PURPOSE

Provide comprehensive social services to assist children, adults, elderly, and families to attain self-sufficiency, to function independently, and lead productive lives.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: increase access to and quality of child care facilities by expanding the number of child care facilities with national accreditation within three years; increasing the number of elders able to live on their own by continuing adult day care, home care, and other senior program

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Capital program strategy: continue timely roof replacements and other infrastructure repairs at the Department of Human Services (DHS) facilities; participate in managed competition for maintenance of facilities being coordinated by Office of Performance Improvement

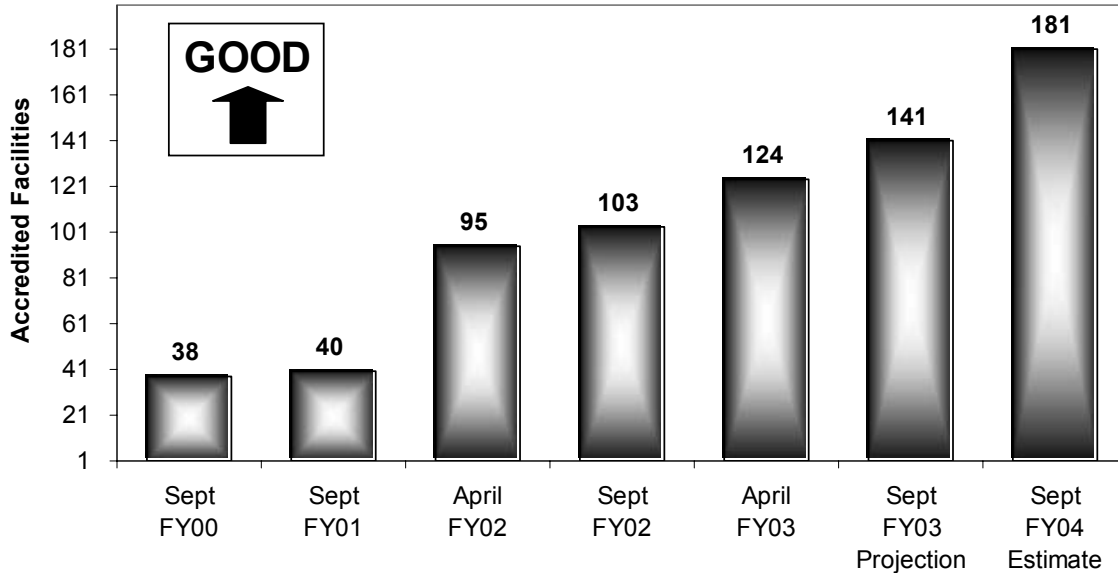
SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$172.493 million, which is four percent more than the current fiscal year budgeted level; general fund support, excluding payments to community-based organizations (CBO) funded through the Alliance for Human Services competitive process, is \$50.104 million compared to the current fiscal year support of \$50.187 million
- ❖ **Departmental efficiencies contained in the recommended FY 2003-04 Proposed Budget without affecting services include higher attrition (\$484,000), reallocation of unused CBO project carryover from grants prior to the establishment of the Alliance for Human Services process (\$1.333 million), contracted security reductions (\$500,000), reduced management oversight in the Elderly Services Division (\$200,000, two positions) and reduced administrative support in the Director's Office (\$200,000, two positions)**
- Funding for the Jack Orr Ranch substance abuse treatment programs was provided by Community Development Block Grant (CDBG) revenues and the general fund in FY 2002-03; this program will continue to be funded in FY 2003-04 from the general fund (\$248,000) and CDBG revenue (\$230,000); the diversion and treatment program will also continue receiving general fund support (\$504,000)
- The department will continue receiving grant funds from the state and other sources to manage child care slots in Miami-Dade County; the state has allocated the funds to the Miami-Dade School Readiness Coalition, Inc., which is now responsible for selecting local managers; the Proposed Budget includes \$77.073 million from the Coalition and \$4.314 million in available carryover funding to continue services, including the enhanced outreach and clinical services previously supplemented by the general fund; anticipated match for the County managed portion of the grant (\$2.119 million) is included within the departmental operating budget and \$799,000 is budgeted in the non-departmental Health and Human Services section of the County budget as a grant match for 100 percent of the required match for the Family Central, Inc. portion of the program; an additional subsidized child care grant match allocation is reserved for the Redlands Christian Migrant Association (\$118,000), if necessary, pursuant to the current policy of the Board of County Commissioners (BCC) regarding grant match for CBOs receiving state subsidized child care management contracts
- The general fund will continue providing \$5.5 million for the child care purchasing pool; these funds draw additional matching funds that increase the number of available subsidized child care slots countywide; an application has been filed with the State Child Care Executive Partnership Board
- The department will continue seeking additional grant funding from federal, state, and private sources to increase services, improve existing services and mitigate potential negative impacts due to the alteration of individual entitlement programs
- The recommended FY 2003-04 general fund CBO funding for social services and criminal justice activities funded through the Alliance for Human Services collaborative process is \$13.336 million, which includes maintaining the \$7.971 million for traditional human service programs, continuing the \$2.49 million for Criminal Justice Council agencies, maintaining previously awarded CBO continuation funding (\$725,000), maintaining the increased allocation for services for the developmentally disabled (\$250,000), and continuing the small grants program, (\$300,000); this represents year three of a three-year funding commitment to promote financial stability for CBOs to continue providing high quality social services; programmatic allocation recommendations to the BCC by the Alliance for Human Services will be made later this summer following completion of programmatic review; a new RFP for CBO funding effective July 1, 2004, is expected to be issued by the

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Alliance in October, 2003; other funds now reflected in DHS Alliance/CBO pass through allocations include the enhanced elderly activities program (\$600,000), and the Haitian organization competitive program (\$1 million)

Miami-Dade School Readiness Coalition Child Care Accreditation Program



- The non-departmental Human Services section of the Proposed Budget includes 75 percent continuation funding for CBOs that have not been funded through the Alliance process but have received funding for at least two consecutive years (\$3.6 million); these organizations must apply through the aforementioned Alliance competitive process, which is recommended to include an additional \$500,000 in FY 2003-04 (\$2 million annualized cost) for contracts beginning July 1, 2004
- The Proposed Budget recommends the following activities continue to be funded through CDBG revenues: Role Models (\$118,000), Parenting Skills (\$134,000), Social Services Master Plan (\$49,000), Equal Opportunity Board (\$100,000), Homeless Assistance Program (\$42,000), and substance abuse services at Jack Orr Ranch (\$230,000); the Equal Opportunity and Social Services Master Plan are allocated from CDBG administration and the other programs are provided from the public services allocation; all recommendations for CDBG activities are subject to final BCC approval of the 2004 action plan
- DHS will continue providing social services at public housing, including an elderly meals program at the Martin Fine complex (\$120,000) and HOPE VI relocation counseling to residents impacted by the redevelopment effort at Scott/Carver (\$533,000)
- ❖ **The new 40-bed domestic violence center in Northwest Miami-Dade will open in October, 2003; operating funds are provided by the portion of the Food and Beverage (F&B) Tax dedicated to Domestic Violence services (\$1.83 million); this facility will be operated by an agency selected through a competitive process; funding for the operation is not reflected in the department budget; one contract monitor will be funded from the domestic violence trust fund; the Dial-A-Life program, which supplies emergency cell phones to victims of domestic violence, will be transferred from the Communications to DHS (\$90,000, one position)**
- ❖ **The Proposed Budget eliminates the New Beginnings program, which provides outpatient treatment services to individuals charged with prostitution and related offenses, due to low program utilization; the department is investigating the possibility of alternative grant funding to provide services to the target population (\$372,000, six positions)**

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- ❖ **Contracted security will be reduced at the Neighborhood Service Centers (NSC) during non-operating hours (6:00 p.m. until 7:00 a.m.) (\$500,000)**
- ❖ **The Miami-Beach NSC, co-located with the Community Action Agency (CAA) center, will temporarily close during the renovation to the CAA facility; it is anticipated that the operation will be re-instituted upon the completion of the renovations (\$115,000, two positions)**
- ❖ **It is anticipated that the Children's Services Council ordinance will be sunsetted due to the voters approval of the dedicated funding for the Children's Trust and County board administrative support will no longer be needed (\$179,000, two positions)**
- ❖ **Programs affected by reductions in state and federal funds that will not be absorbed by the County include the Passageways to Independence (\$737,000, 11 positions), substance abuse newborn services (\$282,000, four positions), substance abuse residential treatment beds (\$235,000, three positions), Intensive Diversion Delinquency Services (\$99,000, one position), Juvenile Alternative Sanctions Program (\$35,000, one position); while some programs have received continuing appropriations, these dollars are not sufficient to continue services at the same level**
- The City of Miami will discontinue funding the Housing Opportunities for People With Aids program through the Miami-Dade Housing Agency contract with the DHS; the City of Miami will provide the services (\$1.578 million)
- Operation of the new 250-bed transitional housing center for homeless women began in April, 2003; operating funds for this facility are provided from a multi-year federal grant (\$2.171 million) and a local match budgeted in the grant match reserve (\$321,000, six positions)
- The South Dade Skills Center lease with the School Board was revised to reflect operational costs being funded by the school district; the County will continue providing a portion of the center manager and clerical support as well as continuing the on-site operation of the grant funded farmworker training program
- The contract for operating the Helen Sawyer Assisted Living Facility was assumed by DHS when the private operator terminated services; it is estimated that DHS will operate the facility for 90 days until a new provider can be selected through a competitive process; DHS will be paid the current management fee by the MDHA and will generate other revenue from Medicaid and the rent subsidy
- The Guardian Ad Litem program will be relocated from the Administrative Office of the Courts to Youth and Family Services in DHS and the program is now reflected in the DHS budget (\$499,000, nine positions)
- DHS will relocate to the new Martin Luther King, Jr. Administration Building by March, 2004; rent and relocation costs will be provided from the Capital Outlay Reserve (COR) and are not included in DHS budget
- The department will continue seeking accreditation from the Council on Accreditation for Children and Family Services which will allow it to compare and adjust policies and practices to be in compliance with more than 1,000 agencies that have been accredited by the Council
- The FY 2003-04 Proposed Capital Budget and Multi-Year Plan totals \$7.838 million and includes funding from COR (\$2.188 million), \$5.65 million of financing proceeds backed by the F&B Tax dedicated to Domestic Violence programs, and \$100,000 from annual F&B Tax revenue
- The COR will provide \$938,000 for repairs and improvements at DHS facilities, including renovation of the Neighborhood Service Center (NSC) at Wynwood (\$538,000) and miscellaneous enhancements at other countywide facilities including NSCs, domestic violence shelters, emergency housing centers, and youth and family development centers (\$450,000)
- On-going minor and emergency repairs to DHS facilities provided by GSA through the service ticket process are funded from COR (\$1.2 million); a managed competition initiative to improve the maintenance of DHS facilities is scheduled to be implemented in FY 2003-04

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Site selection for an additional domestic facility in south Miami-Dade continues with funding provided from the portion of the F&B Tax proceeds dedicated to domestic violence (\$5.75 million); a projection of revenues and expenses for construction and operation of domestic violence centers was presented to the Domestic Violence Oversight Board (DVOB) in March; it is recommended that the DVOB use financing proceeds, as allowed by state law, for future facility construction
- Completed capital projects include new parking and lighting at the Florida City/Homestead NSC (\$133,000), replacement of kitchen cabinets at Emergency Housing Units (\$101,000), South Dade Skills Center re-roofing (\$254,000), and installation of an emergency generator at the Parkway facility (\$10,000)

UNMET NEEDS

- Unfunded operating needs total \$18.046 million and unfunded capital needs total \$28.336 million (see appendix for details)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	7,274	6,689	0	0	244	1,532	7,518	8,221	74	78
Advisory Boards	500	361	0	0	1,170	1,295	1,670	1,656	11	10
Child Care and Development	9,730	7,419	0	0	77,267	81,387	86,997	88,806	277	265
Community-Based Organizations	11,661	13,336	0	0	0	0	11,661	13,336	0	0
Contract Monitoring	869	598	0	0	120	333	989	931	14	14
Elderly, Disability, and Veteran Services	7,012	8,450	0	0	2,896	3,016	9,908	11,466	189	187
Employment and Training	18	182	0	0	8,490	8,894	8,508	9,076	125	127
Equal Opportunity Board	445	445	0	0	241	283	686	728	9	9
Neighborhood Services	5,736	6,007	0	0	2,210	2,236	7,946	8,243	75	73
Special Client Services	820	881	0	0	1,578	0	2,398	881	19	10
Substance Abuse Treatment	7,048	7,614	0	0	4,809	4,912	11,857	12,526	174	161
Victims Services	3,616	3,854	0	0	1,679	2,466	5,295	6,320	55	79
Youth and Family Services	4,119	4,604	0	0	2,894	2,699	7,013	7,303	114	112
Youth Crime Task Force	3,000	3,000	0	0	0	0	3,000	3,000	0	0
TOTAL	61,848	63,440	0	0	103,598	109,053	165,446	172,493	1,136	1,125

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	53,727	57,208	62,132
Other Operating	111,752	108,054	110,187
Capital	441	184	174
TOTAL	165,920	165,446	172,493

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : HEALTH AND HUMAN SERVICES									
FACILITY IMPROVEMENTS	0	1,650	0	0	0	0	0	0	1,650
NEIGHBORHOOD SERVICE CENTERS	108	430	0	0	0	0	0	0	538
VICTIMS SERVICES FACILITIES	0	100	2,506	3,144	0	0	0	0	5,750
TOTAL :	108	2,180	2,506	3,144	0	0	0	0	7,938

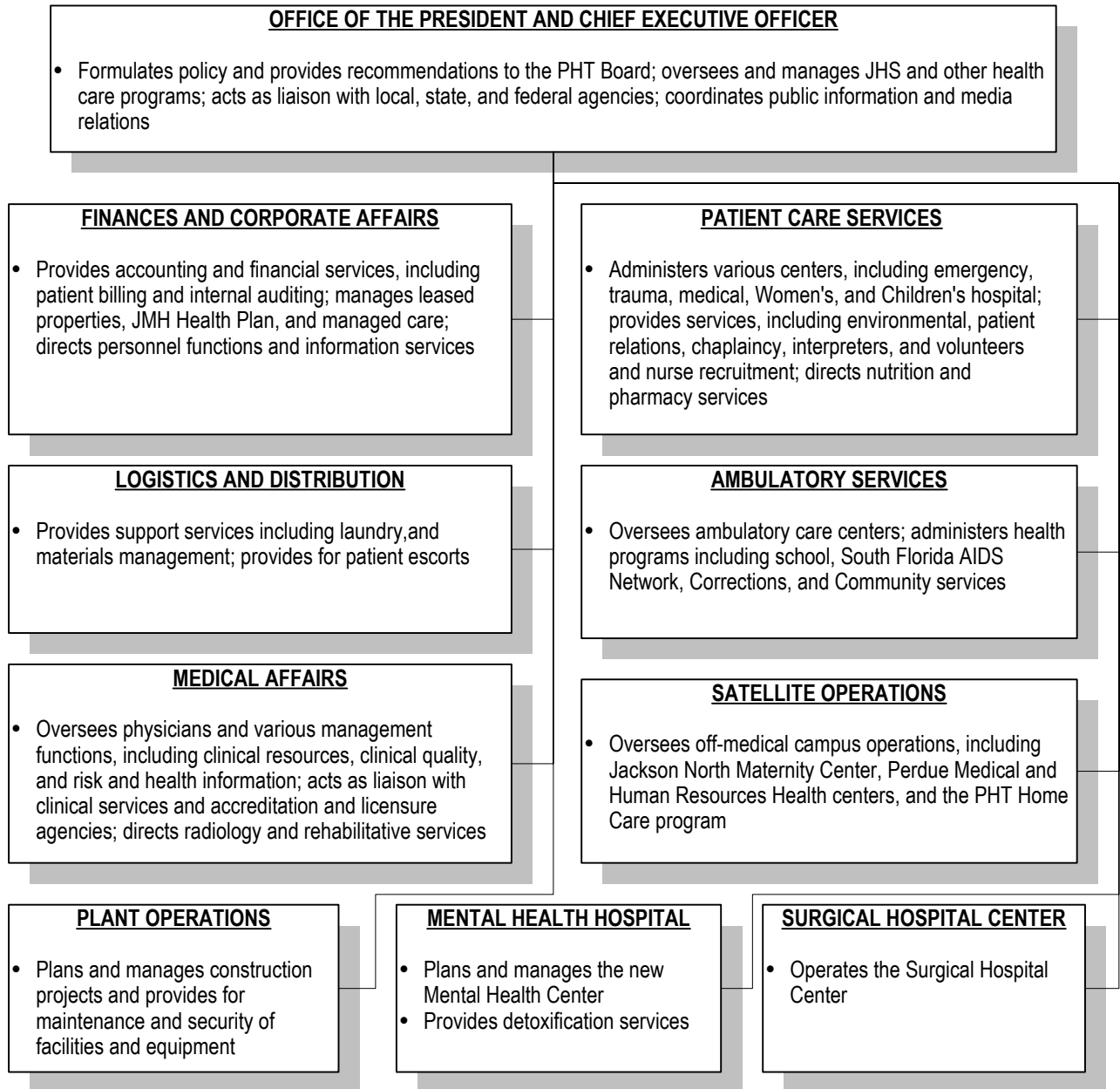
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Public Health Trust

PURPOSE

Provides funding support for the Public Health Trust (PHT), which operates Miami-Dade County's Jackson Health System (JHS), which includes Jackson Memorial Hospital (JMH) and other health care programs and facilities, as prescribed by the Board of County Commissioners (BCC).

FUNCTIONAL TABLE OF ORGANIZATION



2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

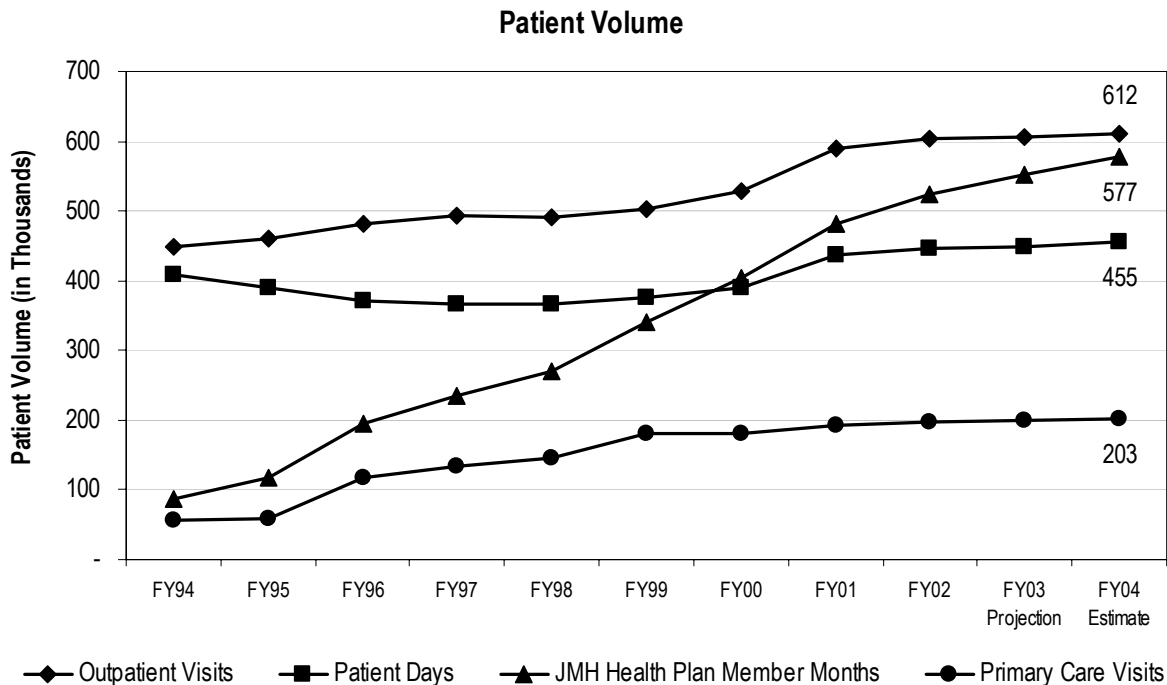
BUSINESS PLAN

- Selected strategies/objectives: improve community access to services by addressing the current shortage of inpatient beds and diagnostic care, increasing community capacity for outpatient specialties, addressing the workforce shortage in nursing, pharmacy, and other professional categories, improving operating room utilization and efficiency, increasing the level of enrollment of Miami-Dade County residents in existing coverage programs, assuring the Trust's financial viability by implementing revenue enhancement programs, developing expense control initiatives, and raising service quality
- Capital program strategy: develop the infrastructure necessary to provide for the medical needs of a diverse, growing population, regardless of patient's ability to pay for services

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The general fund contribution for hospital services totals \$113.19 million which represents a 12.6 percent increase from the current fiscal year maintenance of effort level; the statutory required maintenance of effort contribution for hospital services represents a fixed percentage (11.873 percent) of countywide general fund; in addition to the formula payment, recommended countywide support to the PHT includes \$1.021 million for the North Dade Primary Care Center, \$735,000 for detox service, and \$601,000 to the Human Resources, Perdue Medical, and Liberty City Health Centers; the PHT FY 2003-04 Proposed Budget totals \$1.408 billion; changes in Medicaid reimbursements and adjustments to sales tax may impact the final Proposed Budget; any adjustments impacting PHT revenue will be reported to the Board before the September budget hearings
- The PHT will continue funding health-related programs at a level comparable to the current fiscal year; \$1.6 million for community-based organizations; \$7.2 million for Community Health Incorporated facilities, including the 24-hour Urgent Care Center; \$14.857 million for the Inmate Service Program; \$900,000 for operating the north Miami-Dade Air Rescue helicopter; and \$1.257 million for the State Health Department
- Additional operating and financial assistance to the PHT from the County includes legal services, pro-rated general obligation bond debt service, and general County indirect support totaling \$5.03 million; the value of these services is considered in determining the full amount of County contributions to the PHT; the PHT will reimburse the Miami-Dade Police Department (MDPD) for security services (\$1.087 million), the County Attorney's Office for legal services (\$350,000), and Miami-Dade Air Rescue for debt service on the purchase of a helicopter
- The dedicated half-cent Local County Hospital sales surtax revenue collections are projected at \$153.123 million in FY 2002-03, while FY 2003-04 collections are budgeted at \$154 million
- The FY 2003-04 Proposed Budget for the hospital assumes an increase in patient days (1.4 percent) and projects outpatient visits to increase by 0.8 percent; primary care clinic visits are projected to increase by 1.6 percent; expenses have been adjusted accordingly to account for the increase in patient volume
- The PHT Proposed Budget includes \$19.757 million for Corrections Health Services, consistent with the amount in the FY 2002-03 Budget; the Corrections and Rehabilitation Department Proposed Budget includes \$4.9 million to be provided to the PHT for inmate medical care
- The Proposed Budget assumes an eight percent rate increase for patient services

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



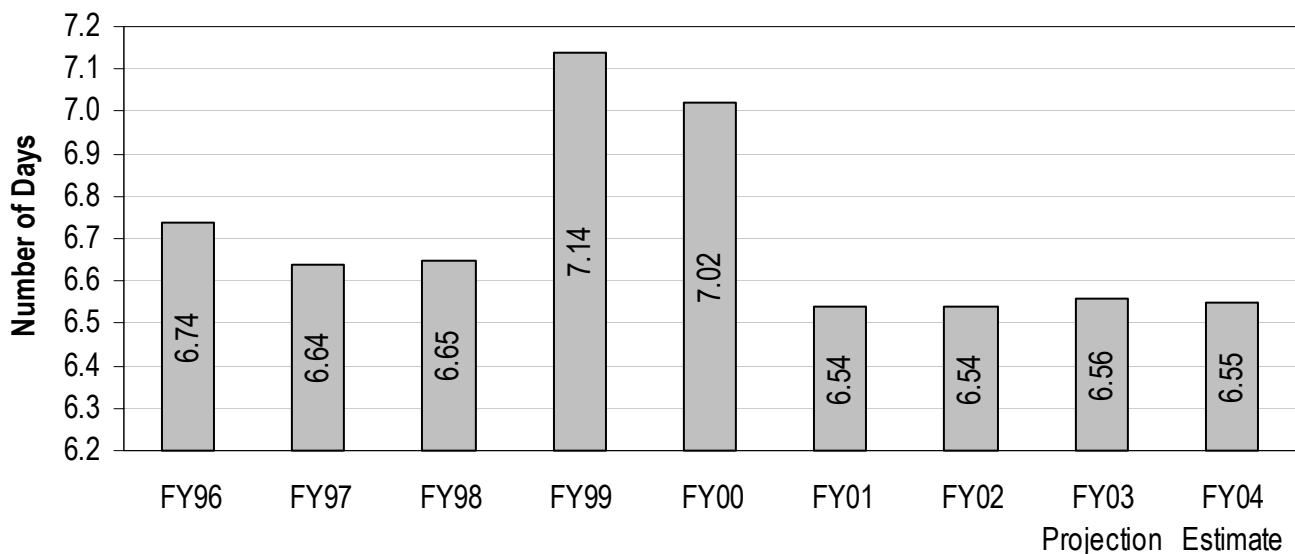
- The PHT's participation in the Florida Disproportionate Share Program will be implemented pursuant to state guidelines; the County makes payments directly to the state rather than to the PHT in the amount of \$208 million on an accelerated schedule established by the State Agency for Health Care Administration; increased Medicaid reimbursements of \$30 million to JMH are realized; the intergovernmental agreement between the County and the state will be executed administratively, subject to the appropriation of funds by the BCC; revised program regulations will be implemented by the State and may impact County reimbursements; any material change will be presented to the Board before the September budget hearings
- In FY 2003-04 the PHT will pay the cost of ambulatory patients transport services; the County will submit to the PHT a reimbursement request for the value of these services in the current fiscal year, estimated at \$5 million; the PHT and the County will need to address through future negotiations, reimbursement issues or claims pertaining to ambulatory transportation services for fiscal years prior to FY 2002-03
- The Proposed Budget assumes continuation of the Federal Targeted Assistance program for eligible refugees (\$4 million)
- The Proposed Budget includes a PHT contribution of \$30 million to help cover the County's state-mandated Medicaid reimbursement payments
- The PHT will submit budget updates reflecting more current revenue and expenditures prior to the public hearings in September; any fiscal impact resulting from state or federal action will also be addressed prior to the hearings
- The PHT Facilities Master Plan, developed in December 1991 and continually updated to reflect current health trends, will continue to be implemented
- The Proposed Capital Budget and Multi-Year Capital Plan totals \$656.132 million to be spent over the next six years for repairs, modernization, and expansion of the existing medical center and satellite primary care centers; funding is provided from the following: the Depreciation Reserve Account (\$313.942 million), the Plant Renewal Fund (\$66.551 million), JMH revenue bonds (\$248.639 million), JMH Foundation funds (\$21.5 million),

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

and a grant from the State Department of Health (\$5.5 million); \$145.31 million is expected to be spent in FY 2003-04

- The FY 2003-04 Proposed Capital Budget includes \$29.97 million for facility expansion including: \$1.97 million to renovate the Institute and Institute Annex; \$26 million to expand surgical capacity at Jackson South Community Hospital (\$13 million in FY 2003-04) and \$2 million to expand the pediatric emergency room treatment area at the East Tower (\$420,000 in FY 2003-04)
- The FY 2003-04 Proposed Capital Budget includes \$31.63 million for facility improvements including: \$4.4 million to relocate the ambulatory day surgery pre-op, post-op recovery, pre-discharge patient holding rooms, ambulatory surgery testing, patient registration, and case management (\$1.9 million in FY 2003-04); \$2.68 million to replace, renovate, and expand the chilled water system throughout the Jackson Memorial Medical Center Campus (\$1.14 million in FY 2003-04); \$7.2 million to replace all switches, substations, and transfers at the Central and South Wing buildings (\$1.49 million in FY 2003-04); \$3.5 million to construct a processing and recovery unit for patients requiring conscious sedation and all necessary ancillary support space (\$2.15 million FY 2003-04); \$6.25 million to renovate the first, second, and fifth floors of the Highland Park building to accommodate administrative departments (\$3.2 million in FY 2003-04); \$2.4 million to renovate the Park Plaza West basement to allow for expansion of the Human Resources Department and the relocation of the Women, Infant, Child Program from the Ambulatory Care Center (\$438,000 in FY 2003-04); \$2.5 million to install automated medication dispensing equipment in the Mental Health, North Dade Health Center Penalver Clinic, and Miami-Dade County Corrections and Rehabilitation (\$1 million in FY 2003-04); and \$2.7 million to install power monitoring systems at the Jackson Memorial Medical Center (\$1.62 million in FY 2003-04)

Average Length of Hospital Stay



- ❖ **The FY 2003-04 Proposed Capital Budget includes \$151.646 million for health care equipment including: \$69.426 million to replace and enhance medical equipment, including magnetic resonance imaging, cat scan, and all mammography units with digital equipment (\$4.152 million in FY 2003-04); \$7 million to replace patient beds (\$1 million in FY 2003-04); \$61.02 million to enhance communication, paging, data and patient information systems, replacement of health monitoring equipment, and automation of the medication dispensing system (\$8 million in FY 2003-04); \$14.2 million to develop a telemedicine network for specialty consultations to remote facilities (\$1.8 million in FY 2003-04)**

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The FY 2003-04 Proposed Capital Budget includes \$179.151 million for health care facility improvements including: \$3.5 million to relocate the adolescent pediatric patient care unit to allow for expansion of the Pediatric Intensive Care Unit (\$1.15 million in FY 2003-04); \$4.9 million to renovate the critical care unit to improve patient care services and modernize equipment (\$970,000 in FY 2003-04); \$51.274 million to undertake unexpected repairs, priority improvements, and to cover scope changes to existing projects (\$17.156 million in FY 2003-04); \$1.8 million to relocate the Heart Station and Eco Lab from North Wing 3 to Central 4, allowing for the demolition of North Wing 3 to make space for a new Rehabilitation Building (\$1.61 million in FY 2003-04\$2.); \$2.8 million to renovate the third floor of the Institute Annex to accommodate the Rape Treatment Center (\$1.08 million for FY 2003-04); \$25.844 million to consolidate the North Miami Dade Health Center with the Jackson North Maternity Center (\$3.85 million in FY 2003-04); \$23.733 million to renovate the Jackson Memorial Medical Center (\$7.328 million in FY 2003-04); \$34.72 million to renovate space vacated by the Radiology Department to house the Outpatient Care Services Unit (\$7.12 million in FY 2003-04); \$20.5 million to renovate the pediatric intensive care unit (\$9.92 million in FY 2003-04); \$4.75 million to renovate floors 7 and 8 of the south wing to add 32 beds per floor for the Department of Medicine (\$1.32 million in FY 2003-04); and \$5.33 million to renovate the existing 20-bed Surgical Intensive Unit at Central (\$4.19 million in FY 2003-04)
- The FY 2003-04 Proposed Capital Budget includes \$33.6 million for Human Services facilities to renovate space to be vacated by the proposed construction of a new rehabilitation center to accommodate administrative functions; construction is scheduled to begin in FY 2004-05
- The FY 2003-04 Proposed Capital Budget includes \$177.389 million for new health care facilities including: \$85 million to construct a new facility for the Pathology Department (\$27.784 million in FY 2003-04); \$5.5 million to relocate and expand Liberty City Health Center (\$800,000 in FY 2003-04); \$22.17 to acquire or construct a new primary outpatient care center (\$4 million in FY 2003-04); and \$64.719 million to construct a new rehabilitation building (\$6.274 million in FY 2003-04)
- The FY 2003-04 Proposed Capital Budget includes \$52.746 million for support facilities including: \$4.98 million for a campus-wide electrical power study, all of which will be expended in FY 2003-04; \$17.542 million for environmental building systems upgrades (\$1.389 million in FY 2003-04); \$7.196 million for fire sprinkler system upgrades (\$500,000 in FY 2003-04); \$11.14 million for life safety systems upgrades (\$1.1 million in FY 2003-04); and \$11.888 million for roof replacements and repairs (\$1.119 million in FY 2003-04)

UNMET NEEDS

- The Facilities Master Plan calls for new projects for which revenue has not yet been programmed, including the modernization or replacement of existing health care facilities for ambulatory care, a liver transplant institute, and a laboratory science building; assuming the annual level of funds earmarked for the Plant Renewal Fund and the Depreciation Reserve Account continues at the current levels, the PHT will have sufficient revenues to fund these projects in the future; at this time specific planning, programming, and scheduling decisions have not been finalized

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Decentralized Health Services	601	601	0	0	0	0	601	601	0	0
Detoxification Services	735	735	0	0	0	0	735	735	0	0
Inmate Medical Services	0	0	0	0	16,457	19,756	16,457	19,756	0	0
Jackson Memorial Hospital	100,768	113,190	0	0	5,032	5,032	105,800	118,222	0	0
North Dade Primary Care	1,021	1,021	0	0	0	0	1,021	1,021	0	0
TOTAL	103,125	115,547	0	0	21,489	24,788	124,614	140,335	0	0

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	0	0	0
Other Operating	121,494	124,614	140,335
Capital	0	0	0
TOTAL	121,494	124,614	140,335

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : HEALTH AND HUMAN SERVICES									
FACILITY EXPANSION	3,580	13,420	12,970	0	0	0	0	0	29,970
FACILITY IMPROVEMENTS	11,382	12,938	7,210	100	0	0	0	0	31,630
HEALTH CARE EQUIPMENT	104,394	14,952	12,100	12,200	5,500	2,500	0	0	151,646
HEALTH CARE FACILITY IMPROVEMENTS	30,302	56,054	65,669	16,926	10,200	0	0	0	179,151
HUMAN SERVICES FACILITIES	0	0	14,200	14,400	5,000	0	0	0	33,600
NEW HEALTH CARE FACILITIES	36,610	38,858	40,290	33,938	15,719	7,000	4,974	0	177,389
SUPPORT FACILITIES	38,580	9,088	3,998	1,080	0	0	0	0	52,746
TOTAL :	224,848	145,310	156,437	78,644	36,419	9,500	4,974	0	656,132